

Introduction

State voters amended the State of Florida's Constitution in 1956 to allow for Home Rule Charter counties. The Home Rule Charter for Miami-Dade County was adopted at referendum on May 21, 1957. Miami-Dade County was granted the power to create commission districts, pass ordinances, create penalties, levy and collect taxes to support a centralized metropolitan form of government. The Board of County Commissioners may create municipalities, special taxing districts and other boards or authorities as needed. On November 13, 1997 voters changed the name of the county from Dade to Miami-Dade to acknowledge the international name recognition of Miami. An Executive Mayor and the Miami-Dade Board of County Commissioners (BCC) govern the County.

Since its formation in 1957, Miami-Dade County has had a two-tier system of government. Under this system, Miami-Dade is comprised of a large unincorporated area and, now, 34 municipalities. Each municipality has its own government and provides such city-type services as police and zoning protection. Miami-Dade County acts as the local governing body for the unincorporated area and is generally treated as a municipality in that regard. The County also provides regional and municipal-type services throughout the county.

The range of services includes:

- Economic development activities;
- Social services;
- Municipal-type services such as code enforcement; roadways, sidewalks and drainage maintenance; solid waste collection; water and sewer services, and planning and zoning;

- Public Safety services including police, emergency management, fire rescue, medical examiner, corrections and rehabilitation;
- Recreation and cultural services including regional and local parks, library system, museums, cultural programs and facilities; and
- Transportation services, including mass transit, a system of airports, and a seaport

Results-Oriented Government

Miami-Dade County is committed to revitalizing and strengthening its public service to meet the needs of the citizens of this community. Making the County forward-thinking as well as responsive, and insisting that it be accountable to its citizens is the challenge that complex local governments in America face daily. Results-oriented government is predicated on planning and bolstered by performance measurement and feedback systems.

No system, no matter how aligned with progressive management techniques or best practices, drives an organization without commitment from the top and buy-in from its employees. Results-oriented government means a cultural change for our organization; a change which focuses on achieving results for our customers and being responsive and accountable to the taxpayers. Accomplishing this change means that the entire County organization must be familiar with the desired results; everyone in our organization needs to be aware of their unique role in achieving those results and our organization must be accountable to our residents communicating what is achieved and what needs to be improved.

The County's framework for results-oriented government focuses on leadership and the organizational structure which is comprised of

three components - Plan, Measure, and Monitor. (Figure 1.1)

Our leadership and organizational culture is essential to achieving results-oriented government. This requires bringing together our elected officials, the County Manager's Office, and all senior management to lead the implementation of a results-oriented government culture while ensuring that our entire organization understands our mission and that our employees believe in and practice our organizational values (our Guiding Principles) and understand their role in supporting their department's business plan, and through that, our first-ever Countywide Strategic Plan.

- **Plan** – Continuing to build on the County's Strategic Plan, through the business planning and budget process. A well-executed plan promotes a common understanding of our County's overall direction so that our employees can readily determine how their

work supports the strategic direction and organizational success. Department business plans and a new approach to our budgeting process are designed to ensure that financial resources, policy, department operations and County staff are all aligned to achieve the results outlined in those plans.

- **Measure** – Continuing to refine our performance measures and measurement systems to ensure that our measures are appropriate, accurate, reliable, and timely.
- **Monitor** – Continuing to enhance our accountability to our elected officials and our residents.

We have many other initiatives for good government underway. We will continue to use our Toolbox of Initiatives (also part of Figure 1.1) for Customer Service Excellence and Innovation to drive performance excellence in Miami-Dade County government.

Figure 1.1 Framework for Results-Oriented Government



The Countywide Strategic Plan

Our Countywide Strategic Plan provides consensus of what the community wants Miami-Dade County government to achieve for our immediate future. As such, the Strategic Plan provides County management and employees with a game plan or blueprint that guides decision-making towards our shared priorities. In addition, our Strategic Plan provides a framework for government accountability and continuous improvement, providing the measuring sticks we need to determine if Miami-Dade County is fulfilling its responsibilities.

Miami-Dade County's Strategic Plan was developed through extensive community participation, including interviews with elected officials, guidance by community planning teams, open community workshops, focus groups in Commission Districts, and community surveys, as well as employee focus groups and surveys, and a large community one-day event, all promoted using the statement: The People's Vision: the County's Mission.

We used this input to develop Miami-Dade County's first ever Mission Statement, set of Guiding Principles, and Priority Strategic Themes (Figures 1.2 and 1.3) endorsed by the Board of County Commissioners in May 2002.

Figure 1.2 **Mission Statement for Miami-Dade County**

Delivering excellent public services that address our community's needs and enhance our quality of life.

Guiding Principles for Miami-Dade County

- Customer-focused and Customer-driven
- Honest, Ethical and Fair to All
- Accountable and Responsive to the Public
- Diverse and Sensitive
- Efficient and Effective
- Committed to Development of Leadership in Public Service
- Innovative
- Valuing and Respectful of Each Other
- Action-oriented

Our mission statement describes our role in the community, while our guiding principles are the basic values of every level of Miami-Dade government. They guide the way we make our decisions and carryout our daily actions.

Our priority strategic themes (Figure 1.3) guide our County government towards our desired future.

Figure 1.3

Strategic Themes for Miami-Dade County

- Ensure Miami-Dade County operates in a fiscally responsible and stable manner.
- Improve the quality of life for all County residents.
- Protect the safety and quality of Miami-Dade County's neighborhoods.
- Continuously improve the performance and capabilities of County operations by maximizing technology, fostering innovation, and increasing access to and information regarding services.
- Promote responsible and comprehensive policy development through effective planning for land use, transportation, and growth management.
- Promote a healthy economy through business development, further economic diversification based on key industries, and by addressing economic disparities in our community.
- Develop and maintain an effective transportation system.
- Protect and preserve our unique environment.
- Promote cooperation and coordination among all government services.

These broad statements guided the development of plans for six comprehensive areas of service delivery for Miami-Dade County. These six service areas are Economic Development, Health and Human Services, Neighborhood and Unincorporated Area Municipal Services, Public Safety, Recreation and Culture, and Transportation.

In June of 2003, the Board of County Commissioners approved specific goals and key outcomes as well as supporting strategies and measurable performance objectives for each of the six service areas. In addition, we developed an "enabling strategies" plan for our internal services, such as finance, employee relations, procurement, fleet and facility maintenance, communications and information technology.

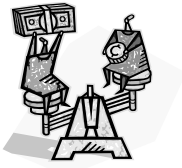
Taken together, the components of the Countywide Strategic Plan provide a roadmap for our entire organization to embrace and make a reality. In 2003, Miami-Dade County received an award from the National Association of Counties in recognition of the County's Strategic Plan process.

Annual Business Plans and The Budget Process

This year marks the first that the County has a multi-year strategic plan in place to which departments have aligned their annual operational plans (business plans) and budgets (see First Step in Figure 1.4). County departments have recently begun this process; that is, departments are refining their specific operational initiatives, and how they link with organizational strategies. In some cases current initiatives may not be sufficient to achieve all strategic plan objectives.

**Figure 1.4
Budget Process**

NOVEMBER-JANUARY



UPDATE OF
DEPARTMENTAL
BUSINESS PLANS,
BUDGET FORECASTING
FOR COMING YEAR

JANUARY



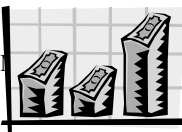
COUNTY MANAGER'S
BUDGET PRIORITIES
RELEASED

JANUARY-MARCH



DEPARTMENTAL
BUDGET PREPARATION

MARCH



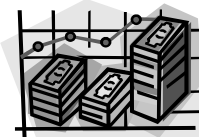
MAYOR'S BUDGET

MARCH-JULY



BUDGET WORKSHOPS
WITH COUNTY
COMMISSION AND
COMMISSION
COMMITTEES

APRIL



COUNTY COMMISSION
APPROVES BUDGET
POLICIES

JULY 1



TAX ROLL RELEASED

JULY



PROPOSED BUDGET
PRESENTED

JULY



MAYOR'S RESPONSE TO
PROPOSED BUDGET

JULY-AUGUST



PROPOSED MAXIMUM
TAX RATES ADOPTED
BY COUNTY
COMMISSION;
NOTICES OF PROPOSED
TAXES MAILED

SEPTEMBER



TWO PUBLIC BUDGET
HEARINGS

OCTOBER 1



NEW BUDGET BECOMES
EFFECTIVE

The strategic plan, however, is a five-year plan; performance objectives contained therein will be achieved over time, whereas departmental business plan objectives are updated at least annually. This process of managing resources to achieve business plan objectives that are guided by a multi-year strategic plan is a substantial undertaking and a significant departure from traditional government managing. As this results-

oriented approach matures, greater alignment between the strategic plan and departmental business plans will be achieved. Each department will continue to create and refine their operational performance measures to track progress towards achieving the intended outcomes contained in the strategic plan.

In the longer term, we are improving our decision-making abilities in developing budgets and recommending resource allocations to include a

major focus on performance and the priority desired outcomes from the Countywide strategic plan and supporting department business plans. In simple terms, we want to make budgeting decisions based on the results of our work efforts.

Performance Measures

As part of the County's move towards a results-oriented organization, a process was developed to provide departments with the necessary information and tools to build comprehensive and well-structured business plans.

In the summer of 2002, the County joined the International City/County Management Association (ICMA) Center for Performance Measurement. The program has over 130 participating jurisdictions. The County's participation in this program is another step in our efforts to establish better performance measures that in turn will enable us to improve service to our customers. In August, 2003, ICMA recognized Miami-Dade County with a Certificate of Achievement for our continuing efforts in measuring and improving our government's performance.

In addition, the County has several initiatives underway that will greatly enhance our use of performance measures.

- In 2003, the County completed a comprehensive, countywide and unincorporated area resident satisfaction survey providing a baseline of our residents perceptions of our services and quality of life in Miami-Dade County. County departments are using this information as they develop their department business plans.
- Many departments (e.g. Water and Sewer, Department of Environmental Resources Management (DERM), and the Aviation Department) have begun collecting department-specific information on customer satisfaction performance measures, either in-house or using the pool of firms under contract to the County).
- The County is enhancing its Answer Center operated by Team Metro through the implementation of a 3-1-1 system. This system will handle primarily three types of calls (information requests, service requests, and call backs for status on prior requests) for the services provided for all County departments. In addition to providing a mechanism for prompt and responsive service to our residents (they only have to call one number), the system will track requests and coordinate the efforts of all departments, thereby providing greatly enhanced performance data for all County operations.

Monitoring and Accountability

Last fiscal year, the County significantly improved the quarterly performance reporting system. County departments' reports are posted and available to the County organization through the County's intranet. These reports contain the status of strategic plan and business plan initiatives underway in the department, and provide a quarterly snapshot of the department's fiscal and organizational health. This year, we plan to make these quarterly reports available to the public through the internet, and in the longer term, we plan to provide a Countywide summary report for the community, explaining our achievements as well as identifying the areas that need improvement.

In the near future, we plan to implement an automated, countywide performance reporting solution that should greatly ease the reporting requirements from departments as well as make the information more timely, relevant and easily accessible. Ideally, this system will link to departmental systems as well as to countywide systems such as the new customer request system being developed for the 3-1-1 system, thereby eliminating the need for re-entering data and reducing inaccuracies. An automated system will also be able to provide different views of information for differing levels of users; the information that needs to be seen at the level of our elected leaders and the County Manager's

Office is clearly different from the information required by a division chief in an operating department.

In addition to being accountable to the public at the organizational level, we want our employees to be accountable to the organization. Beginning this year, all senior management staff will be evaluated based on measurable objectives as well as a standardized set of qualitative factors that are important for all senior management (leadership; innovation creativity and strategic management; customer service focus; management skills; employee development/recognition; and benchmarks for performance ratings). The first major milestone was December 15, 2003, by which time all Assistant County Managers, Assistants to the County Manager, Department Directors, Deputy Department Directors and Assistant Department Directors were required to have defined individual measurable objectives to be accomplished over the remainder of their current evaluation period. Department Directors and their Assistant County Manager had the option to elect to include additional management staff in this evaluation process. The individual management performance objectives tie directly to department business plans. By July 1, 2004, all management performance appraisals will evaluate how successful management personnel have been in achieving their individual measurable objectives. This change will allow management and staff to interact more routinely on performance and on achievement of individual and department objectives. Through time, based on our experience with senior management, we will work with our collective bargaining units to expand this system to the entire County workforce.

Toolbox for Customer Service and Innovation

One of the County's Guiding Principles is "Customer-focused and Customer Oriented." To reinforce that value in our organization, in the coming year the County will be implementing a "Service Excellence" initiative, including:

- developing performance standards-related to interactions with customers (maximum number of times a phone should ring, maximum length of time a customer should be on hold, average time a customer should have to wait to pay a bill, etc.), and
- training for employees interacting with the public so that they understand the standards and understand what is important to our customers.

We have continued with our Secret Shopper Program, now concluding its third year, to identify services requiring additional customer focus. Volunteer County employees, with appropriate training act as customers of County services. They use three evaluation methods to assess our public interface, including telephone requests of County offices, requesting services in person at County facilities, and conducting exit interviews of residents and visitors using County services. All County departments were "shopped" during the first two years. In the past year, we shopped half of all County departments, and will shop the remaining half in the following year.

Also, as noted earlier in this chapter, several County departments have used the pool of survey firms under contract to the County to institute surveys to obtain feedback regarding customer interactions as well as to get input relating to issues and solutions (e.g. Water and Sewer, DERM, Community Relations.)

The Efficiency and Competition Commission (ECC) has been extremely successful working with departments to create efficiency improvements in County operations. ECC projects include employee participation programs, targeted savings initiatives, managed competition and employee gainsharing, process and technology reviews, and best practice and benchmarking reviews. In the coming year, we will be working to further align the work of the ECC with the priority desired outcomes of results-oriented government.